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FACULTY SALARY SCHEDULES IN PUBLIC COMMUNITY-JUNIOR COLLEGES, 1965-66, A PILOT STUDY OF 2-YEAR INSTITUTIONS.

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OF THE 479 PUBLIC JUNIOR COLLEGES INCLUDED IN THIS SURVEY, 318 REPORTED HAVING SALARY SCHEDULES, AND 251 PROVIDED COPIES FOR ANALYSIS. CONTENTS OF THESE SCHEDULES RANGED FROM VERY BASIC ELEMENTS TO COMPREHENSIVE AND DETAILED STATEMENTS WHICH INCLUDED MUCH RELATED INFORMATION. COMPILING THE DATA PRIMARILY IN TABULAR FORM, THE AUTHORS INCLUDED INFORMATION ABOUT (1) THE FREQUENCY OF OCCURRENCE OF SEVERAL CHARACTERISTICS OF SCHEDULES, (2) NUMBERS OF ACADEMIC PREPARATION LEVELS, (3) MINIMUM AND MAXIMUM SALARIES, (4) RELATIONSHIPS OF SALARIES TO ACADEMIC RANK, (5) SIZE AND NUMBER OF INCREMENTS, (6) POLICIES CONCERNING INITIAL PLACEMENT ON A SCHEDULE, (7) MERIT INCREMENTS, AND (8) PROVISIONS FOR OTHER THAN TEACHING FACULTY. FOR MOST TYPES OF INFORMATION, FREQUENCY OF OCCURRENCE AND AMOUNTS PAID WERE COMPILED. THE AUTHORS INCLUDED SIX SAMPLE SALARY SCHEDULES FROM INDIVIDUAL COLLEGES AND FROM JUNIOR COLLEGE SYSTEMS. THIS DOCUMENT IS ALSO AVAILABLE AS STOCK NO. 435-13320 FOR $1.00 FROM RESEARCH DIVISION, NATIONAL EDUCATION ASSOCIATION, 1201 SIXTEENTH STREET, NW., WASHINGTON, D.C. 20036. (WO)

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A Pilot Study of 2-Year Institutions

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CONTENTS

Foreword 4

Introduction 5

- Institutions Reporting 6
- Major Characteristics of Salary Schedules 7

Salaries Scheduled 8

- Salaries Scheduled by Academic Preparation 8
- Salaries Scheduled by Professorial Rank 13
- Increments 13

Requirements for Placement on Salary Schedule 17

Miscellaneous Salary Provisions 19

- Salary Schedule Provisions for Other Than Teaching Faculty .. 19
- State-Wide Coordination 20

Examples of Salary Schedules 21

FOREWORD

This report, Faculty Salary Schedules in Public Community-Junior Colleges, 1965-66, provides the first glimpse of salary scheduling practices in a rapidly expanding segment of American education. The purpose of this study was to explore the present status of community-junior college faculty salary scheduling practices as a base for future reporting in this field. Because it is exploratory, the study has statistical limitations that should be overcome in future studies. The user of these data should be aware of the limitations described in the report and take them into consideration when making interpretations.

This report provides useful information about salary schedules, policies related to the salary schedule structure, and six examples of the actual texts of salary schedules containing comprehensive statements of policies. The examples are included only for illustration; no endorsement or approval of the schedules or policies by the National Education Association or by the NEA Research Division is implied.

The Division is grateful to the administrators of the colleges who provided the basic data for this study, and expresses its special appreciation to the six selected institutions that gave permission to have their salary schedules and policies reproduced in this report.

This exploratory study was conducted by Sheila Martin, Research Assistant, under the direction of William S. Graybeal, Assistant Director.

GLEN ROBINSON
Director, Research Division

INTRODUCTION

The information in this report supplements and extends the summaries of major characteristics of 2-year college salary schedules reported in the regular biennial survey, Salaries in Higher Education, 1965-66,[1/] and in the NEA Research Bulletin.[2/] The information reported here is derived from the salary schedules supplied by the public 2-year colleges in connection with the 1965-66 salary survey. Since not all public 2-year colleges which maintain salary schedules sent in their salary schedule documents, the number of institutions in the current study is smaller than the total number which reported having salary schedules.

Among the 479 public 2-year colleges requested to participate in the 1965-66 biennial survey of salaries in higher education, 401 responded; 318 of the 401 reported having salary schedules, and 251 of the 318 forwarded copies of their schedules to the NEA Research Division. Among the 318 public 2-year colleges reporting the existence of salary schedules, the following elements were widespread: indication of minimum and maximum salary, uniformity of application to men and women teachers, recognition of different levels of academic preparation, specified number of steps from minimum to maximum, and uniform applicability to full-time teachers. The contents of the schedule documents ranged from these basic considerations to a comprehensive description of employment conditions and procedures relating to salaries and other compensation of professional staff personnel.

This report contains an overview of the characteristics of the salary schedules in the 251 public 2-year colleges followed by a detailed review of the most widespread characteristics of these schedules. The final section contains copies of salary schedules selected as examples of comprehensive statements of salary policies.

The salary schedule materials varied from a portion of a page listing salaries and increments for several strata to complete publications describing all salary-related policies in detail. It is likely that many institutions did not send complete documents which describe their policies related to scheduled salaries. The limitations of the data, both in the proportion of the institutions having salary schedules which are included in this study, and in the completeness of the information forwarded by the cooperating institutions, require that the findings be interpreted in very general terms. To provide an exploratory survey, the alternative of over-interpretation from limited data was chosen over the reporting of only the most obvious and defensible characteristics. This survey, however, shows the general status of salary schedule provisions in 1965-66, and establishes a basis for improvement in the reporting and analysis of salary policies in future studies.

TABLE 1.--DISTRIBUTION OF RESPONDING PUBLIC 2-YEAR COLLEGES BY BASIS OF SCHEDULED SALARIES AND BY REGION

Region[a/]	Salary schedule based on academic preparation	Salary schedule based on faculty rank	Total
1	2	3	4
East	2.7%	53.6%	16.7%
South ...	8.8	17.4	11.2
Middle ..	30.8	14.5	26.3
West	57.7	14.5	45.8
	100.0%	100.0%	100.0%
Number reporting	182	69	251

a/ States comprising these regions are: East--Connecticut, Maryland, Massachusetts, New Jersey, New York, Pennsylvania, Rhode Island, Vermont. South--Florida, Georgia, Mississippi, North Carolina, Virginia. Middle--Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, Ohio. West--Arizona, California, Colorado, Idaho, Montana, New Mexico, Oklahoma, Oregon, Texas, Utah, Washington, Wyoming.

1/ National Education Association, Research Division. Salaries in Higher Education, 1965-66. Research Report 1966-R2. Washington, D.C.: the Association, February 1966. 65 p. $1.25. #435-13266.

2/ National Education Association, Research Division. "Salary Schedules in Public Junior Colleges." NEA Research Bulletin 44: 67-71; October 1966.

TABLE 2.--PROVISIONS OF SALARY SCHEDULES IN PUBLIC 2-YEAR COLLEGES, 1965-66

Salary provision	Percent of institutions reporting: Salary schedule based on academic preparation	Salary schedule based on professorial ranks	Total, all institutions	Percent of total institutions using salary provision
1	2	3	4	5
Minimum, maximum, and increments				
Minimum salary for each scheduled academic grade (or professorial rank)	99.5%	97.1%	248	98.8%
Maximum salary for each scheduled academic grade (or professorial rank)	100.0	89.9	244	97.2
Regular increments for each scheduled academic grade (or professorial rank)	98.9	76.8	233	92.8
Merit increments	6.6	4.3	15	6.0
Longevity increments	1.6	0.0	3	1.2
Placement or advancement on the schedule				
Allowance of credit for previous teaching or nonteaching experience.	39.0	7.2	76	30.3
Objective qualifications for appointment to professorial ranks	...	26.1	18	7.2
Salary differentials within professorial ranks according to level of academic preparation	...	11.6	8	3.2
Additional hours of academic credit required for progress toward higher salary within an academic grade	6.0	...	11	4.4
Other provisions				
Differentials for men, married men, persons with dependents, etc.	4.4	0.0	8	3.2
Salary rates for periods other than regular academic year:				
Fiscal year	2.2	13.0	13	5.2
Summer session	4.9	1.4	10	4.0
Salary rates for persons other than teaching faculty	51.1	52.2	129	51.4
Total number of institutions in survey	182	69	251	...

Institutions Reporting

The 69 reporting public 2-year colleges using a system of professorial ranks for their faculty typically structure their salary schedules upon the rank rather than upon the highest level of education completed. In 182 institutions (73 percent of the public 2-year colleges sending in their schedules) the salary levels are structured on the basis of academic preparation. The following shows the numbers of institutions by the basis of their salary structure and by enrollment:

Enrollment	Scheduled salaries based on: Preparation level	Professorial rank	Total: Number	Total: Percent
Under 1,000	70.0%	30.0%	130	100.0%
1,000-1,999	72.7	27.3	66	100.0%
2,000 or more	78.2	21.8	55	100.0%
All institutions				
Number	182	69	251	
Percent	72.5%	27.5%		100.0%

Regional distributions of the public junior colleges by size and basis for salary scheduling are given in Table 1. Some highlights of these institutions and their salary schedules are:

- Sixty-nine percent of the large public junior colleges are in the West; the greatest number of them, in California.

- Thirty-four percent of the public junior colleges basing their schedules on academic preparation are in California; 8 percent are in Florida; 8 percent, in Washington; 6 percent, in Illinois; and 6 percent, in Iowa.

- Twenty-six percent of the public junior colleges basing their schedules on faculty rank are in New York; 12 percent are in Massachusetts; and 7 percent, in Illinois.

As shown below, the relatively small number of large public junior colleges employ a major proportion of the total number of faculty members.

Grouping of institutions	Percent of institutions	Percent of faculty
Salary schedule structured by level of academic preparation		
Under 1,000 students.	57%	23%
1,000-1,999 students.	26	30
2,000 or more students.	17	47
	100%	100%
Salary schedule structured by professorial rank		
Under 1,000 students.	50%	16%
1,000-1,999 students.	26	23
2,000 or more students.	24	61
	100%	100%

The unit of information in this report is the institution rather than the individual faculty member. Thus, when information is interpreted to apply to faculty personnel, it should be weighted toward conditions in the large institutions.

Major Characteristics of Salary Schedules

There is wide variation in the scope and type of salary-related provisions in the salary schedules of the 251 public 2-year colleges. The characteristics observed most frequently are summarized in Table 2. This table shows that the levels of minimum and maximum scheduled salaries, and the number of increments are given in practically all of the salary schedules. Omission of increments is noted largely among the small institutions using professorial rank. A very limited number of institutions report provisions for merit or longevity increments, 6.0 percent and 1.2 percent, respectively.

Three 2-year colleges in 10 report a policy on allowance of credit for prior experience. This practice is most widespread among institutions which structure their salary schedule on the basis of academic preparation.

About one 2-year college in 4 having salaries structured by professorial rank reports qualifications required for appointment to each rank, and about 1 in 9 reports salary differentials within ranks based on academic preparation.

The schedules of a few small and medium-sized institutions structuring their salary schedules on the basis of academic preparation report that progress within a given preparation level requires additional hours of academic credit.

Special salary differentials for men or persons with dependents are reported in a few small institutions, all of which structure their salaries on the basis of academic preparation.

Typically the salary schedule provisions are for the regular academic year. Schedules of a few institutions also report salaries based on a fiscal year or for the summer session. Summer session provisions are noted almost entirely in schedules based on academic preparation. The fiscal year provisions are most widespread among institutions structuring their salaries on the basis of professorial ranks.

About half of the salary schedules provide salary rates for positions other than teaching faculty. These provisions are noted more widely among the large than the small institutions.

SALARIES SCHEDULED

Salaries Scheduled by Academic Preparation

The 182 institutions basing their salary schedules upon academic preparation structure salaries on varying numbers of academic preparation levels ranging from two to 21, as indicated in Table 3. In each enrollment grouping of institutions the median number of salary strata used is five. Use of four, five, or six levels of academic preparation is widespread among institutions in each size grouping (three small institutions in four, and two in three medium and large institutions).

Table 4 shows the academic preparation levels for which separate salary scales are provided, the four levels most frequently reported being bachelor's, master's, six-year, and doctor's (used subsequently in this report for summaries of minimum and maximum salaries and increments).

TABLE 3.--DISTRIBUTIONS OF PUBLIC 2-YEAR COLLEGE SALARY SCHEDULES BY NUMBER OF ACADEMIC PREPARATION LEVELS, BY ENROLLMENT, 1965-66

Number of academic preparation levels	Enrollment			
	Under 1,000	1,000-1,999	2,000 and over	Total
1	2	3	4	5
2	...	1	...	1
3	9	6	1	16
4	25	9	7	41
5	22	12	16	50
6	20	9	7	36
7	5	1	6	12
8	3	5	3	11
9	1	...	1	2
10	2	2	1	5
11	1	...	...	1
12	...	1	...	1
13	1	1	...	2
14	1	1	...	2
16	1	...	...	1
21	...	...	1	1
Number of institutions reporting .	91	48	43	182

About one institution in three provides a separate scale for faculty having 7 years of academic preparation (without doctorate). This level is reported in almost half of the schedules of the medium-size institutions, and in approximately one in four of the schedules of the largest institutions.

Intermediate levels are noted in more than one-third of the schedules. In the majority of cases these schedules provide only one intermediate salary scale between the full-year intervals, most often between the bachelor's and the master's degrees. A few schedules contain separate salary stratifications for each small increase in academic credit; one provides a scale for every 5 credit hours earned beyond the bachelor's degree.

Twenty-four of the 182 institutions provide scales for one or more preparation levels below the bachelor's degree; and two provide a separate scale for a preparation level above the doctor's degree. Seventeen of the 24 institutions are small institutions.

Eleven institutions require faculty to earn additional credit hours periodically in order to receive regular salary increments. This requirement is sometimes waived after a given age or within a few years of retirement. Accepted as substitutes for formal academic credit in some 2-year colleges are workshops, research, publication, or travel. Requirements for holders of a bachelor's degree may be different from those for holders of a master's degree. Typically these 11 institutions require between one and two credit hours each year and apply the requirement to periods of 3 to 5 years.

All of the 182 institutions having salary schedules structured by academic preparation provide a salary scale for persons having the master's degree, shown in Tables 4 and 5. More schedules provide for the 6-year level of preparation (variously described) than for the bachelor's or the doctor's degree.

Table 5 also shows that typically these salary schedules include the minimum and maximum salaries and increments for each of the selected four levels of academic preparation. One institution does not schedule regular increments for persons in all recognized strata, and another

TABLE 4.--DISTRIBUTION OF SALARY SCHEDULES BY LEVEL OF ACADEMIC PREPARATION, PUBLIC 2-YEAR COLLEGES WITH SCHEDULES BASED ON ACADEMIC PREPARATION, 1965-66

Academic preparation and number of intermediate levels	Enrollment			
	Under 1,000	1,000-1,999	2,000 or more	Total
1	2	3	4	5
Less than bachelor's degree				
1	9	5	2	16
2 or more	8	...	...	8
Bachelor's degree*				
1	77	40	37	154
More than bachelor's (less than master's)				
1	26	13	7	46
2 or more	12	4	7	23
Master's degree*				
1	91	48	43	182
More than master's (less than 6 years)				
1	21	12	14	47
2 or more	7	7	2	16
6 years*				
1	77	43	42	162
More than 6 years (less than 7 years)				
1	17	12	24	53
2 or more	4	5	1	10
7 years				
1	28	21	10	59
More than 7 years (less than doctor's)				
1	1	1	2	4
2 or more	1	...	...	1
Doctor's degree*				
1	70	43	43	156
More than doctor's				
1	1	...	1	2
Total number of institutions	91	48	43	182

*Salary strata used in this report.

TABLE 5.--NUMBER OF SALARY SCHEDULES CONTAINING PROVISIONS FOR MINIMUM AND MAXIMUM SALARIES, AND INCREMENTS, IN PUBLIC 2-YEAR COLLEGES BASING THE SALARY SCHEDULES ON ACADEMIC PREPARATION, BY SELECTED PREPARATION LEVELS, 1965-66

Salary schedule provision and enrollment group	Number of institutions scheduling the provisions for				
	Bachelor's degree	Master's degree	6 years	Doctor's degree	Total institutions in survey
1	2	3	4	5	6
Minimum salaries					
Enrollment under 1,000	76	91	77	70	91
Enrollment 1,000-1,999	40	48	43	43	48
Enrollment 2,000 or more	37	43	42	43	43
Total institutions	153	182	162	156	182
Percent of the 182 institutions	84.1%	100.0%	89.0%	85.7%	
Maximum salaries					
Enrollment under 1,000	77	91	77	70	91
Enrollment 1,000-1,999	40	48	43	43	48
Enrollment 2,000 or more	37	43	42	43	43
Total institutions	154	182	162	156	182
Percent of the 182 institutions	84.6%	100.0%	89.0%	85.7%	
Increments					
Enrollment under 1,000	76	90	76	69	91
Enrollment 1,000-1,999	40	48	43	43	48
Enrollment 2,000 or more	37	43	42	43	43
Total institutions	153	181	161	155	182
Percent of the 182 institutions	84.1%	99.5%	88.5%	85.2%	

TABLE 6.--RANGE OF SCHEDULED MINIMUM AND MAXIMUM SALARIES IN PUBLIC 2-YEAR COLLEGES BASING THEIR SCHEDULES ON ACADEMIC PREPARATION, BY ENROLLMENT AND PREPARATION LEVEL, 1965-66

Level of preparation and enrollment	Number of institutions	Range of scheduled salaries					
		Low	Quartile[1]	Median	Mean	Quartile[3]	High
1	2	3	4	5	6	7	8
				MINIMUM SALARIES			
Bachelor's degree							
Enrollment under 1,000	76	$4,200	$ 5,000	$ 5,271	$ 5,189	$ 5,615	$ 6,700
Enrollment 1,000-1,999	40	4,500	5,045	5,500	5,478	5,917	6,810
Enrollment 2,000 and over ...	37	5,000	5,661	6,118	5,990	6,362	6,950
Total	153	4,200	5,097	5,458	5,492	6,028	6,950
Master's degree							
Enrollment under 1,000	91	4,500	5,358	5,784	5,793	6,270	7,655
Enrollment 1,000-1,999	48	4,800	5,577	6,033	5,990	6,433	7,670
Enrollment 2,000 and over ...	43	5,625	6,125	6,653	6,547	6,951	7,625
Total	182	4,500	5,564	6,012	6,023	6,576	7,670
Six years (master's degree plus)							
Enrollment under 1,000	77	4,985	5,757	6,239	6,248	6,777	8,643
Enrollment 1,000-1,999	43	5,200	5,986	6,477	6,503	6,927	8,160
Enrollment 2,000 and over ...	42	5,991	6,550	7,200	7,095	7,607	8,610
Total	162	4,985	5,991	6,488	6,535	7,147	8,643
Doctor's degree							
Enrollment under 1,000	70	5,100	6,361	6,481	6,915	7,477	9,137
Enrollment 1,000-1,999	43	5,800	6,488	7,205	7,217	7,854	9,274
Enrollment 2,000 and over ...	43	6,263	7,175	7,778	7,816	8,438	9,980
Total	156	5,100	6,574	7,185	7,246	7,940	9,980
				MAXIMUM SALARIES			
Bachelor's degree							
Enrollment under 1,000	77	$5,000	$ 6,344	$ 7,250	$ 7,273	$ 8,146	$11,000
Enrollment 1,000-1,999	40	5,750	7,083	8,000	7,978	8,917	10,350
Enrollment 2,000 and over ...	37	7,025	8,438	9,028	9,074	9,688	11,146
Total	154	5,000	6,932	7,906	7,889	8,902	11,146
Master's degree							
Enrollment under 1,000	91	5,768	7,609	8,359	8,467	9,548	11,400
Enrollment 1,000-1,999	48	5,200	8,000	8,667	8,854	9,875	11,300
Enrollment 2,000 and over ...	43	8,175	9,339	10,250	10,167	10,903	12,245
Total	182	5,200	8,062	8,967	8,971	10,016	12,245
Six years (master's degree plus)							
Enrollment under 1,000	77	6,500	8,225	9,281	9,203	10,075	12,200
Enrollment 1,000-1,999	43	5,600	8,688	9,450	9,686	10,847	12,200
Enrollment 2,000 and over ...	42	8,817	10,350	11,167	10,992	11,750	12,685
Total	162	5,600	8,750	9,825	9,795	11,066	12,685
Doctor's degree							
Enrollment under 1,000	70	6,216	8,625	10,333	10,202	11,446	14,500
Enrollment 1,000-1,999	43	7,400	9,344	10,583	10,553	11,875	13,774
Enrollment 2,000 and over ...	43	8,790	11,188	12,275	11,908	12,760	14,009
Total	156	6,216	9,562	11,105	10,769	12,217	14,500

lists for persons having the bachelor's degree, only the maximum salary.

Table 6 gives the ranges of scheduled minimum and maximum salaries at each of four levels of academic preparation. For each level of academic preparation the levels of scheduled salaries in the small institutions tend to be lower than those in the larger institutions. However, this may be a function of institutional location as well as of size.

The relationship of minimum and maximum scheduled salaries at each of the four preparation levels to the scheduled minimum salary for the master's degree was estimated through use of median scheduled salaries, as shown at right. Differences in the numbers of institutions providing separate salary scales for each of these preparation levels reduce the precision of the ratio estimates.

Salary type and academic preparation level	Ratio (multiplied by 100) of median salary to median mimimum salary for the master's degree
Minimum salaries	
Bachelor's degree	91
Master's degree	100
6-year level	108
Doctor's degree	119
Maximum salaries	
Bachelor's degree	131
Master's degree	149
6-year level	163
Doctor's degree	185

TABLE 7.--NUMBER OF SALARY SCHEDULES CONTAINING PROVISIONS FOR MINIMUM AND MAXIMUM SALARIES AND INCREMENTS IN PUBLIC 2-YEAR COLLEGES BASING THE SALARY SCHEDULE ON FACULTY RANK, 1965-66

Salary schedule provision and enrollment group	Number of institutions scheduling provisions for: Instructor	Assistant Professor	Associate Professor	Professor	Total institutions in survey
1	2	3	4	5	6
Minimum salaries					
Enrollment under 1,000	39	39	39	39	39
Enrollment 1,000-1,999	18	18	18	17	18
Enrollment 2,000 or more	11	12	12	12	12
Total institutions	68	69	69	68	69
Percent of the 69 institutions in survey	98.6%	100.0%	100.0%	98.6%	39
Maximum salaries					
Enrollment under 1,000	38	38	36	35	39
Enrollment 1,000-1,999	18	18	18	16	18
Enrollment 2,000 or more	11	12	12	12	12
Total institutions	67	68	66	63	69
Percent of the 69 institutions in survey	97.1%	98.6%	95.7%	91.3%	
Increments					
Enrollment under 1,000	31	31	29	29	39
Enrollment 1,000-1,999	14	14	14	13	18
Enrollment 2,000 or more	11	11	12	12	12
Total institutions	56	56	55	54	69
Percent of the 69 institutions in survey	81.2%	81.2%	79.7%	78.3%	

TABLE 8.--RANGE OF SCHEDULED MINIMUM AND MAXIMUM SALARIES IN PUBLIC 2-YEAR COLLEGES BASING THE SALARY SCHEDULE ON FACULTY RANK, BY ENROLLMENT AND FACULTY RANK, 1965-66

Faculty rank and enrollment	Number of institutions	Scheduled salaries					
		Low	Quartile[1]	Median	Mean	Quartile[3]	High
1	2	3	4	5	6	7	8
				MINIMUM SALARIES			
Instructor							
Enrollment under 1,000	39	$4,131	$ 5,375	$ 6,069	$ 5,732	$ 6,340	$ 7,480
Enrollment 1,000-1,999	18	5,250	5,850	6,214	6,281	6,750	7,400
Enrollment 2,000 and over ...	11	5,000	5,688	6,188	6,043	6,562	7,275
Total	68	4,131	5,615	6,121	5,928	6,414	7,480
Assistant professor							
Enrollment under 1,000	39	4,500	5,969	6,886	6,580	7,303	8,420
Enrollment 1,000-1,999	18	6,000	6,625	7,375	7,433	8,250	8,500
Enrollment 2,000 and over ...	12	5,400	6,500	7,000	6,931	7,500	8,394
Total	69	4,500	6,446	7,013	6,863	7,467	8,500
Associate professor							
Enrollment under 1,000	39	4,878	6,958	8,016	7,553	8,320	10,360
Enrollment 1,000-1,999	18	6,500	7,750	8,375	8,549	9,719	9,900
Enrollment 2,000 and over ...	12	5,800	8,000	8,625	8,277	9,000	9,961
Total	69	4,878	7,511	8,148	7,939	8,719	10,360
Professor							
Enrollment under 1,000	39	5,256	7,875	9,438	8,786	9,885	12,040
Enrollment 1,000-1,999	17	7,500	8,656	9,750	10,121	11,469	12,100
Enrollment 2,000 and over ...	12	6,200	9,250	10,000	9,682	10,750	11,528
Total	68	5,256	8,550	9,594	9,251	10,333	12,040
				MAXIMUM SALARIES			
Instructor							
Enrollment under 1,000	38	$6,500	$ 7,562	$ 7,800	$ 7,776	$ 8,125	$ 9,800
Enrollment 1,000-1,999	18	6,600	7,875	9,000	8,740	9,812	10,200
Enrollment 2,000 and over ...	11	7,200	7,792	8,750	8,491	9,375	9,750
Total	67	6,500	7,615	7,950	8,152	9,018	10,200
Assistant professor							
Enrollment under 1,000	38	7,500	8,650	9,188	9,122	9,484	11,500
Enrollment 1,000-1,999	18	7,350	8,917	10,750	10,259	11,812	12,300
Enrollment 2,000 and over ...	12	8,000	9,000	10,000	9,775	10,375	11,550
Total	68	7,350	8,778	9,342	9,539	10,357	12,300
Associate professor							
Enrollment under 1,000	36	8,200	9,667	10,250	10,447	11,333	13,400
Enrollment 1,000-1,999	18	8,000	10,250	12,167	11,804	13,812	14,100
Enrollment 2,000 and over ...	12	8,400	10,500	11,250	11,112	12,167	13,150
Total	66	8,000	9,861	10,700	10,954	12,194	14,100
Professor							
Enrollment under 1,000	35	9,134	10,344	12,175	12,193	13,208	17,000
Enrollment 1,000-1,999	16	8,850	11,750	14,250	13,826	16,500	16,600
Enrollment 2,000 and over ...	12	8,800	12,000	12,500	12,507	13,500	15,000
Total	63	8,800	10,958	12,365	12,667	14,208	17,000

TABLE 9.--MEAN ANNUAL SALARY INCREMENTS IN PUBLIC 2-YEAR COLLEGES WITH SALARY SCHEDULES BASED ON ACADEMIC PREPARATION, 1965-66

Academic preparation	Institutions by enrollment: Under 1,000	1,000-1,999	2,000 or more	Total
1	2	3	4	5
Bachelor's degree				
Mean number of increments	10	10	10	10
Mean dollar amount of increment ...	$206	$257	$314	$245
Master's degree				
Mean number of increments	13	12	11	12
Mean dollar amount of increment ...	$220	$244	$325	$251
Six years of preparation				
Mean number of increments	13	13	12	13
Mean dollar amount of increment ...	$229	$253	$335	$263
Doctor's degree				
Mean number of increments	14	13	12	13
Mean dollar amount of increment ...	$251	$259	$340	$278

Salaries Scheduled by Professorial Rank

Most of the 69 institutions which structure their salaries upon professorial rank list minimum and maximum salaries for every rank (see Table 7). The schedules of some of the small institutions do not identify the maximum salary for the top two ranks. One of the large institutions does not have a scheduled maximum salary for instructors. Approximately 5 institutions in 6 scheduling maximum salaries also schedule increments.

Table 8 shows the ranges of the scheduled minimum and maximum salaries among the 69 institutions.

In about 12 percent of the salary schedules at least two of the professorial ranks are stratified by level of academic preparation. Often a given level of academic preparation which provides stratification within one rank is the same as that prescribed for another faculty rank.

The differential in such schedules range from $150 to $700 at comparable experience levels. A few other salary schedules prescribe only one range for each rank but a minimum academic qualification, such as the master's degree, and then note that an additional sum annually (typically $300) will be paid to those faculty members having a higher recognized level of academic preparation.

Increments

The numbers and mean amounts of the increments for each major salary stratum are shown in Table 9 for institutions structuring their schedules on academic preparation, and in Table 10 for institutions using faculty rank.

The small 2-year colleges structuring their schedules by academic preparation tend to have slightly greater numbers of increments which

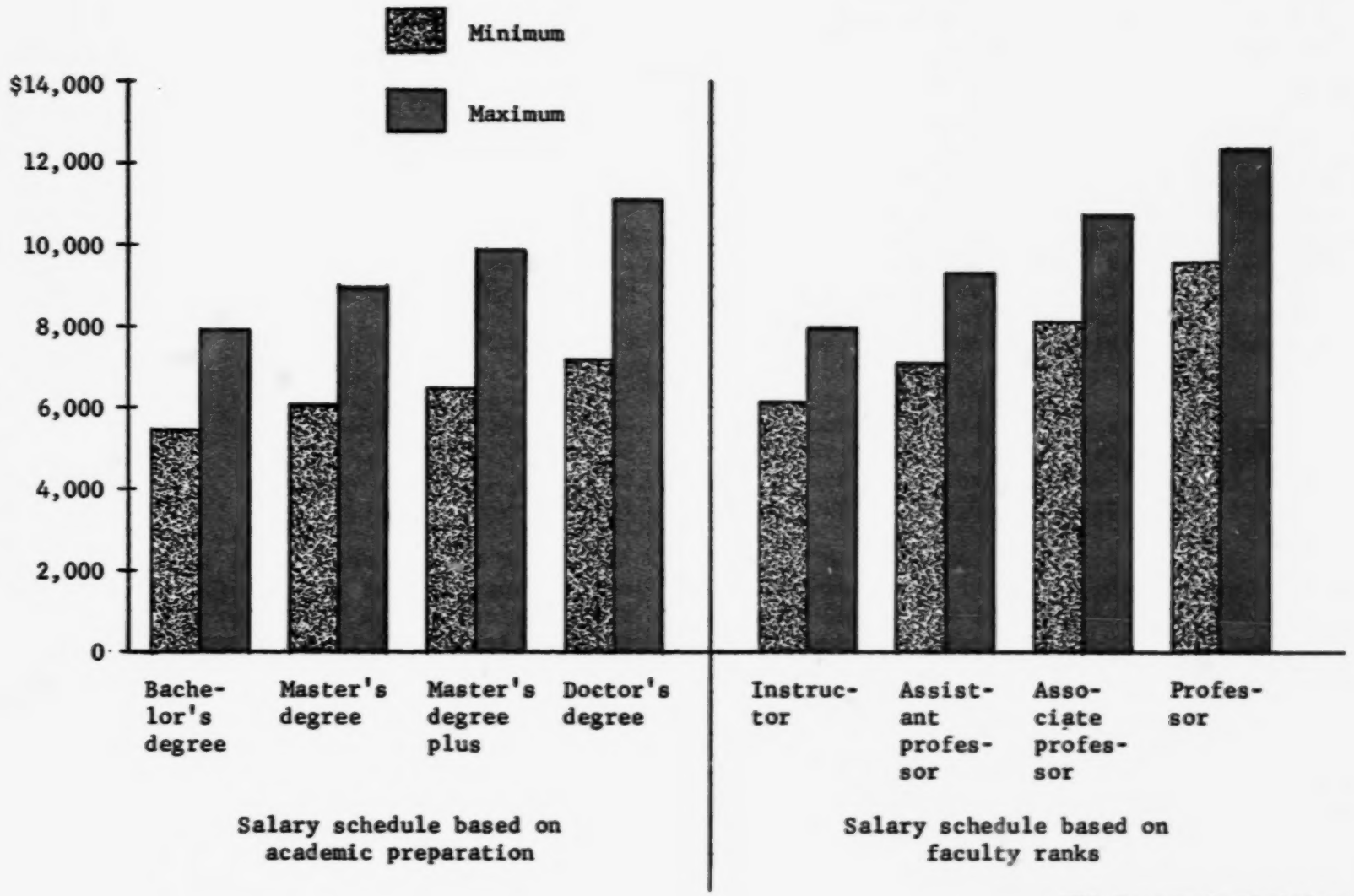
TABLE 10.--MEAN ANNUAL SALARY INCREMENTS IN PUBLIC 2-YEAR COLLEGES WITH SALARY SCHEDULES BASED ON FACULTY RANK, 1965-66

Faculty rank	Institutions by enrollment: Under 1,000	1,000-1,999	2,000 or more	Total
1	2	3	4	5
Instructor				
Mean number of increments	7	7	8	7
Mean dollar amount of increment	$238	$303	$294	$267
Assistant professor				
Mean number of increments	8	8	7	8
Mean dollar amount of increment	$263	$346	$324	$296
Associate professor				
Mean number of increments	7	7	7	7
Mean dollar amount of increment	$323	$413	$351	$352
Professor				
Mean number of increments	7	8	7	7
Mean dollar amount of increment	$370	$453	$393	$397

TABLE 11.--DISTRIBUTION OF INCREMENTS SCHEDULED FOR FACULTY WITH THE MASTER'S DEGREE IN PUBLIC 2-YEAR COLLEGES BASING THE SALARY SCHEDULE ON ACADEMIC PREPARATION, BY NUMBER AND AMOUNT OF INCREMENTS, 1965-66

Difference between minimum and maximum scheduled salary	Number of increments																	
	4	6	7	8	9	10	11	12	13	14	15	16	17	18	20	21	25	Total
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
$ 250-499	1	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	1
750-999	1	...	...	1	...	...	...	...	...	...	...	...	...	...	...	...	...	2
1,000-1,249	...	1	...	...	1	...	...	1	...	...	...	...	...	...	...	...	...	2
1,250-1,499	...	...	1	2	...	1	...	1	1	...	...	...	...	...	...	...	...	6
1,500-1,749	...	...	...	...	...	2	1	...	1	1	3	...	...	...	1	...	...	9
1,750-1,999	...	...	2	...	1	...	2	5	...	1	1	...	...	...	...	...	...	12
2,000-2,249	...	...	...	...	...	...	2	1	1	1	3	1	...	...	1	...	...	10
2,250-2,499	...	...	...	1	3	4	2	1	1	2	1	...	1	...	1	...	...	17
2,500-2,749	...	...	...	1	1	1	...	5	1	3	1	...	...	...	2	...	...	15
2,750-2,999	...	...	...	...	1	4	3	4	4	4	...	...	...	1	...	...	...	21
3,000-3,249	...	...	...	...	2	4	5	...	...	1	4	...	...	...	...	...	...	16
3,250-3,499	...	...	...	...	1	2	2	4	1	...	...	...	...	...	...	...	...	10
3,500-3,749	...	...	...	1	...	3	5	3	1	1	1	...	...	...	...	...	...	15
3,750-3,999	...	...	...	...	...	1	1	1	10	1	...	...	...	...	...	1	1	16
4,000-4,249	...	...	...	...	...	2	3	2	1	2	2	...	...	...	...	...	...	12
4,250-4,499	...	...	...	...	...	...	5	1	1	...	...	...	...	...	...	...	...	7
4,500-4,749	...	...	...	...	...	...	4	1	...	1	1	...	...	...	...	...	...	7
4,750-4,999	...	...	...	...	...	...	...	1	1	...	...	...	...	...	...	...	...	2
5,000-5,249	...	...	...	...	...	...	...	...	...	...	1	...	...	...	...	...	...	1
Total	2	1	3	6	9	24	35	31	24	18	18	1	1	1	5	1	1	181

FIGURE I
MEDIAN MINIMUM AND MAXIMUM SCHEDULED SALARIES IN PUBLIC 2-YEAR COLLEGES, 1965-66



NEA Research Division

TABLE 12.--DISTRIBUTION OF 2-YEAR COLLEGES BY NUMBER OF INCREMENTS AND BY DIFFERENCE BETWEEN MINIMUM AND MAXIMUM SCHEDULED SALARIES AS A PERCENTAGE OF MINIMUM SCHEDULED SALARY FOR THE MASTER'S DEGREE IN COLLEGES BASING SALARY SCHEDULE ON ACADEMIC PREPARATION, 1965-66

Difference between minimum and maximum salaries as percentage of minimum salary	Number of increments						
	8 or fewer	9 or 10	11 or 12	13 or 14	15 or 16	17 or more	Total
1	2	3	4	5	6	7	8
Less than 10%	1	...	...	...	...	...	1
10-19%	3	...	...	...	...	...	3
20-29%	2	2	3	1	3	1	12
30-39%	4	8	10	3	3	1	29
40-49%	2	9	16	11	4	3	45
50-59%	...	12	18	10	4	2	46
60-69%	...	2	16	14	2	2	36
70-79%	...	...	3	2	2	...	7
80-89%	...	...	...	1	1	...	2
Total	12	33	66	42	19	9	181

are for smaller amounts than are observed in the large institutions; also, the number of increments increases with each higher step of preparation. Similar characteristic is not observed among institutions structuring their salaries by faculty rank, but the mean salary increment does increase at each higher rank.

The relationship between the number of increments and the difference between minimum and maximum salaries was investigated for the master's degree in institutions structuring their salary schedules by academic preparation. The master's degree level was selected for this review since it is most widely used to stratify salaries by academic preparation and is likely to involve a significant portion of the faculty.

Table 11 shows, for example, that among the 31 salary schedules which provide 12 increments, the total amount involved in these increments ranges from $1,000 to $4,999.

In Table 12 the weight of differences in the level of scheduled salaries is reduced by expressing the difference between minimum and maximum salaries as a percentage of the minimum scheduled salary. For example, in one institution having eight or fewer salary increments, the difference between minimum and maximum is less than 10 percent of the minimum scheduled salary for the master's degree.

The following are summaries of institutional practices for master's degree scales:

Number of increments	Median of differences between minimum and maximum scheduled salaries as percentage of minimum salary
Fewer than 9	30%
9 or 10	46
11 or 12	52
13 or 14	55
15 or 16	48
17 or greater	48

Difference between minimum and maximum salaries as percentage of the minimum scheduled salaries	Median number of increments
Less than 19%	Fewer than 8
20 to 29%	11 or 12
30 to 39%	11
40 to 49%	12
50 to 59%	12
60 to 69%	12 or 13
70 or more	13

Some of the variation among institutions in salary ranges and numbers of increments may reflect differences in the salary schedule structure and in the level of the minimum scheduled salaries; e.g., about a third of the schedules provide one or more salary strata between the master's degree and the 6-year level of preparation.

Owing to the relatively small number of 2-year colleges which structure their salary schedules on professorial rank, a similar review of their increment structure was not attempted.

REQUIREMENTS FOR PLACEMENT ON SALARY SCHEDULE

A salary schedule cannot provide complete information without describing the policies which establish the initial placement on the schedule of persons entering and transferring to the institution: the academic qualifications and requirements for progress on the salary schedule. Salaries for persons new to teaching are suggested by the minimum salaries scheduled for each level of academic preparation. The policies governing credit for prior experience are reviewed in the schedules of 71 of the 182 institutions basing their salary schedules upon academic preparation. Only 5 of the 69 schedules basing their salary schedules upon professorial rank describe specific provisions for initial placement on the salary schedule.

Table 13 shows the number of salary schedules by the number of years of credit allowed for prior experience in 2-year colleges structuring their salaries by academic preparation. A salary schedule may specify several different numbers of years of credit allowed for different levels of prior teaching experience, making the total number of such specifications greater than the number of institutions which allow credit for previous experience (Tables 2 and 14).

In some schedules, policies are given for both teaching and nonteaching experience; the latter occur infrequently and are omitted from this tabulation. However, where credit is provided in the schedules for "previous experience," without defining whether teaching or nonteaching experience is meant, it is tabulated as teaching experience. Most references to teaching experience do not differentiate among the several levels of teaching.

Among the 71 salary schedules containing a statement of policy concerning prior experience, 15 contain references to initial placement for college teaching experience, 14 for public school, and 3 for private school experience. The level of previous teaching experience is not specified in 59 of 91 references to initial placement in these schedules.

The maximum initial placement allowed may be on the basis of one year of credit for each year, or one year of credit for each two years of prior experience. The one-year-for-one year placement occurs nearly five times as frequently as does the one-year-for-two-years placement.

Table 14 contains a tabulation of institutions by the combinations of levels of experience for which the salary schedules prescribe credit. The schedules of the largest number of institutions do not specify the level of previous experience; the second largest number of institutions provide separately for the maximum placement of those whose experience has been at the college level and/or in the public schools.

Among institutions structuring their salary schedules on the basis of professorial rank, policies for prior experience are included with the required qualifications for appointment and promotion to each rank. The objective minimum qualifications for appointment or promotion to each faculty rank are specified by 18 of the 69 institutions basing their salary structure upon faculty rank. The most frequently identified requirements for each rank and the number of schedules in which they are identified are as follows:

Rank	Minimum requirements	Number of schedules
Instructor ..	Bachelor's degree; experience not listed	11
Assistant professor ...	Master's degree; experience not listed	7
	Master's degree; 4 years of experience	5
Associate professor ...	Master's degree plus 30 hours; experience not listed	6
	Master's degree; experience not listed	5
Professor ...	Master's degree plus credit; experience not listed	6
	Doctor's degree; experience not listed	5

TABLE 13.--NUMBER OF PUBLIC 2-YEAR COLLEGES BY YEARS OF CREDIT FOR PRIOR TEACHING EXPERIENCE, 71 SALARY SCHEDULES BASED ON ACADEMIC PREPARATION

Maximum years of credit for prior experience	Prior experience: College level		Below college level				Level not specified[a]	
			Public schools		Private schools			
	Full credit[b]	Partial credit[c]	Full credit	Partial credit	Full credit	Partial credit	Full credit	Partial credit
1	2	3	4	5	6	7	8	9
2	...	...	...	...	...	...	2	...
3	...	...	...	...	...	...	1	...
4	...	...	1[d]	1	...	...	4	1
5	4	1	3	2	1	...	11	...
6	2	1	...	1	1	...	8	1
7	...	...	...	1	...	...	3	...
8	...	...	...	...	...	...	5	...
9	2	...	...	...	...	...	2	1
10	2	...	2	...	...	...	10	...
12	...	...	...	...	...	...	2	1
13	...	1[e]	...	...	...	...	...	...
Unlimited	1	1	1	1	...	...	3	1
Total	11	4	7	6	2	...	51	5
Prior experience "evaluated"	...		1		1		2	
$100 per year	...		...		...		1	

a/ Includes 7 references to "other teaching experience" (in addition to college and/or below college level).
b/ 1 year credit given for each year of prior experience.
c/ 1 year credit given for each two years of prior experience.
d/ 2/3 year credit given for each year of prior experience.
e/ 4/5 year credit given for each year of prior experience.

TABLE 14.--TYPES OF PRIOR EXPERIENCE CREDITED BY SALARY SCHEDULE PROVISION IN PUBLIC 2-YEAR COLLEGES USING ACADEMIC PREPARATION, BY SIZE OF INSTITUTION

Level of prior experience credited	Number of institutions, by enrollment			
	Under 1,000	1,000-1,999	2,000 and over	Total
1	2	3	4	5
College only	1	1	...	2
College and below college (public only)	8	3	2	13
Below college (public only)	...	...	1	1
Below college (public and private)	2	...	1	3
Teaching level not specified	29	10	13	52
Total[a]	40	14	17	71

a/ Seven schedules specified the level of some types of prior experience in addition to not specifying the level of other prior experience.

MISCELLANEOUS SALARY PROVISIONS

Some schedules provide for supplementing the scheduled salaries by merit or longevity increments, or differentials based on the personal or family status of the faculty member.

Two types of merit increments are typically described in the salary schedules as follows:

1. For a specified number of years, increments are provided on a regular or annual basis, after which increments may be earned only for meritorious service. These increments generally continue in the same amounts as have been established for regular increments.

2. Dollar or percentage amounts may be added to the regular or annual increments. These merit increments may be an additional increment of the regular amount or specified dollar or percentage amount. These may be designated as "supplements" rather than as increments, and are in some cases given at two levels: for "superior," or for "outstanding" or "exceptional" service. Amounts vary from $100 to $400 for "superior" performance and from $200 to $800 for "outstanding" service.

Some schedules describe the procedures for evaluating performance for merit salary considerations. These typically include annual peer group and/or administrative evaluation, annual student evaluation, and periodic year-long evaluations by a faculty committee after a specified number of years, with the supplementary payment to take effect in the succeeding year.

Longevity or long-service increments are generally of a specified dollar amount awarded annually after a specified number of years of service with the institution, and may include a requirement that a specified number of credit hours have been earned in recent years.

Personal or family status differentials are described in a few salary schedules, either as an additional payment to men faculty members, or as a "dependency allowance" not limited to men. These supplementary payments to men range from $100 to $300 per year. Allowances for dependents range from $100 to $750, and may be described as a sum payable to a "family head."

In addition to the provisions described in Table 2, which appear in a representative number of salary schedules, several other salary-related provisions are described less frequently, and yet are of sufficient import to be discussed briefly. Among these peripheral provisions are the following:

- The number or percentage of faculty members who may be employed at each faculty rank
- The number or proportion of the faculty who may receive merit increments in a given year
- Policy for leave which may be taken for various purposes: sickness, bereavement, personal business, sabbatical, travel, the attainment of additional academic credit, etc.
- Provisions for across-the-board cost-of-living salary increments
- The length of the contractual year, in terms of months, weeks, or days, and the number of hours per week the faculty member is required to spend in teaching and/or other college-related activities
- The policy for formulation and revision of the salary schedule: by whom it is prepared and/or approved, and the composition of any committee which may participate in the preparation and approval of the schedule.

Salary Schedule Provisions for Other Than Teaching Faculty

About half of the salary schedules contain provisions for the salaries of academic staff members other than the teaching faculty. Generally, these include administrative, service, and other nonteaching academic staff positions: president, vice-presidents, deans, directors, registrar, admissions officer, librarians, counselors, coordinators, etc. These salaries may be prescribed in the form of a scale similar to that used for the teaching faculty, or may be based upon a formula, comprising combinations of the rate for the rank which would be held if teaching and/or the level of academic preparation, a "responsibility" factor, and a "time" factor (12 month instead of an academic year contract). Similarly, salary rates are prescribed for faculty having added duties, such as department chairman, and those who coach or assume other extracurricular responsibility. These are usually in the form of a

supplement to the regular salary, either a prescribed dollar amount or a percentage of the annual salary for department chairmen, and almost always in a prescribed amount for coaching and other duties.

State-Wide Coordination

From the indications provided by these schedules, it appears that state-wide coordination of salary schedules in public 2-year colleges is not widespread. Among the 26 states, with more than one public institution represented in this survey, only Minnesota, Massachusetts, and North Carolina use a salary schedule which applies to each of the public 2-year institutions in the state. This contrasts markedly with observations among four-year institutions where the schedules reflected state-wide coordination in 16 states (NEA Research Bulletin, December 1966). Some of the 2-year college salary schedules are aligned with the salary schedules of their local school systems, and some, in large cities with several public 2-year colleges, use the same schedules for all 2-year colleges in the city system.

EXAMPLES OF SALARY SCHEDULES

The remainder of this report consists of copies of the relevant portions of six salary schedules selected as examples of comprehensive statements of salary schedule policies. They are included only for illustration; no endorsement or approval by the National Education Association or the NEA Research Division is implied. Where indicated, information in the original documents not within the scope of this report has been omitted. These six institutions have granted permission to reproduce their salary schedules; four agreed further that their institutions may be identified. Where permission to identify was not given, the institution name and location have been deleted. Table 16 summarizes the most common types of provisions in the six examples.

Although it is likely that these salary schedules have been revised since the 1965-66 session, they are representative of comprehensive statements of salary schedule policies.

TABLE 16.--PROVISIONS OF THE SALARY SCHEDULES OF SIX PUBLIC JUNIOR COLLEGES

Item	Salary schedule					
	A	B	C	D	E	F
1	2	3	4	5	6	7
Base for salary structure	Academic preparation				Faculty rank	
Number of full-time faculty	51	151	282	...	118	196
Number of academic preparation levels prescribed	4	7	5	5	NA	NA
Minimum, maximum, and increments						
Minimum salary for each academic preparation level (or faculty rank)	X	X	X	X	X	X
Maximum salary for each academic preparation level (or faculty rank)	X	X	X	X	X	X
Regular salary increments	X	X	X	X	X	X
Continuing academic credit required for regular increments		X	X			
Other requirement for regular increments	X		X			
Merit increments	X			X	X	X
Requirements for merit increments	X					X
Merit increments restricted to percentage of faculty	X			X		
Requirements for placement or advancement						
Initial placement			X	X		
Qualifications for appointment to an academic preparation level (or faculty rank)		X	X	X	X	X
Allowance of credit for teaching experience in initial placement	X	X	X			
Allowance of credit for nonteaching experience in initial placement	X	X				
Regulations concerning probationary periods					X	
Qualifications for advancement in academic preparation level	X	X	X		NA	NA
Qualifications for promotion in faculty rank	NA	NA	NA	NA	X	X
Regulations for promotion, merit increases, etc.					y	
Other provisions						
Restriction on number of academic credit hours faculty may earn annually		X				
Allowance of other study or experience in lieu of academic credit		X	X			
Differential salary rates within faculty ranks by level of academic preparation	NA	NA	NA	NA	X	
Restriction of proportion of faculty employed at each faculty rank	NA	NA	NA	NA	X	
Components of salary administration committee		X				

Salary Schedule A

Salary Schedule of a Junior College Having 51 Full-Time Faculty

[INSTITUTION NAME]
[ADDRESS]

1965-1966 Salary Schedule

I. Full-Time Instructional Personnel

Experience	Bachelor's Degree RANK III			Master's Degree RANK II			Master's Degree [1]RANK II + 30 hours		
	AC	CC	CC-10	AC	CC	CC-10	AC	CC	CC-10
0	$5000			$5400			$5800		
1	5200			5500			5900		
2	5400			5600			6000		
3	5600	5900	6200	5800	6100	6400	6200	6500	6800
4	5800	6100	6400	6000	6300	6600	6400	6700	7000
5	6000	6300	6600	6200	6500	6800	6600	6900	7200
6	6200	6500	6800	6400	6700	7000	6800	7100	7400
7	6400	6700	7000	6600	6900	7200	7000	7300	7600
8	6600	6900	7200	6800	7100	7400	7200	7500	7800
9	6800	7100	7400	7000	7300	7600	7400	7700	8000
10	6900	7300	7600	7100	7500	7800	7500	7900	8200
11	7000	7500	7800	7200	7700	8000	7600	8100	8400
12	7100	7700	8000	7300	7900	8200	7700	8300	8600

Experience	Doctorate RANK I		
	AC	CC	CC-10
0	$6200		
1	6300		
2	6400		
3	6600	6900	7200
4	6800	7100	7400
5	7000	7300	7600
6	7200	7500	7800
7	7400	7700	8000
8	7600	7900	8200
9	7800	8100	8400
10	7900	8300	8600
11	8000	8500	8800
12	8100	8700	9000

NOTE:
AC = ANNUAL CONTRACT
CC = CONTINUING CONTRACT (AFTER THREE YEARS)
CC-10 = CONTINUING CONTRACT (TEN YEARS EXPERIENCE IN PUBLIC SCHOOLS THIS STATE)

[1]The 30 hours must be graduate work taken as part of a graduate program approved by ___ and by a university.

Instructional personnel are under contract for 10 months, reporting for duty on August 16, 1965, until June 21, 1966, which is the end of Term IIIA. Instructors who teach during IIIB will receive an additional salary of 15% if they carry a full load of 6 s.h. or its equivalent. Instructors who teach less than 6 s.h. will be paid proportionately.

1. Annual increments up to 9 years on the schedule are contingent upon recommendation of the President based on satisfactory teaching and academic advancement in the teaching specialty.

2. The increment for years of experience beyond 9 years is not applicable to the teacher who is teaching in his or her first year at _____ Junior College. Beginning with the second year the increment for more than 9 years experience may be added if the administrators to whom the faculty member is responsible certify that he or she has been an above-average teacher during the preceding year. This certification is based on teaching which is not just satisfactory but must be superior. The certification is made annually and in any subsequent year, if the teaching is not rated superior, the professor will be given credit for only 9 years' experience on the salary schedule for the following year.

3. Merit increments are based not on just superior teaching, but the teaching must be judged truly distinguished. Certification for a first stage merit increment means that the professor will have an annual increment for the first stage of $600 beyond what he earns on the schedule. If he is certified for the second stage merit increment he will receive $1,200 beyond what he earns on the schedule.

If a teacher has been with the college three years and is on continuing contract, he can apply for an evaluation in the fourth year and this will be a year-long evaluation made by a committee of his fellow faculty members. If the committee finds the teacher to be outstanding they will recommend him for the first stage merit increment. If approved by the President, the Junior College Advisory Committee, and the Board of Public Instruction, the teacher will be paid his salary the next year in accordance with the salary schedule plus the first stage merit increment.

A professor, who has completed two years in which he has received the first stage merit increment, may apply for the second stage merit increment. He will then undergo a year-long evaluation following a procedure similar to the one used for the first stage merit evaluation. If recommended by the President, the Junior College Advisory Committee, and the Board of Public Instruction, the teacher will be paid his salary in accordance with the salary schedule plus the second stage merit increment in the year following the evaluative year.

Any professor who receives a merit increment and who does not continue meritorious teaching may have his evaluation reviewed and have his merit increment discontinued.

No more than 15% of the faculty may be raised to the first or initial merit stage in one year, and at no time shall more than 30% of the faculty receive the first stage merit increment.

No more than 5% of the faculty may be raised to the second or highest merit stage in one year, and at no time shall more than 15% of the faculty receive the second stage merit increment.

4. Full-time teaching or administration in elementary or secondary schools will be counted at 50% of actual. Full-time college teaching or administration may be counted at 100% of actual for beginning instructors up to and including the 9th year on the schedule. In one academic year a person can earn only one year's service. Experience gained at ___ will be added as earned.

5. Military service will be accepted as credit provided the instructor was teaching immediately preceding and immediately following obligatory military service, up to a maximum of five years.

6. Professional educational experience in Government and/or military service may be accepted in lieu of teaching experience to the extent that the County Administration considers justified.

7. Experience in industry is essential for teaching in Technical Education, and full-time experience in industry and in the military where directly related to the subject area concerned may be credited up to five years on this schedule for Technical Education instructors. Persons meeting the requirements for certification in Technical Education will be placed on not less than a Rank II salary but must hold at least a Rank III certificate.

8. Nursing Education instructors are required periodically to work in hospitals because such experience is essential to good teaching in this field. Therefore, full-time experience as a nurse (not internship) will be credited on this schedule for Nursing Education instructors.

II. Part-Time Instructional Personnel in College Level Courses

Rank I	$130.00)	Four payments each semester, or one	(520)
Rank II	115.00)	payment in either summer term, for	(460)
Rank III	103.75)	3 semester hours, or its equivalent.	(415)

III. Temporary Instructors (An instructor hired on a temporary basis for 10 months carrying five classes, or its equivalent.)

Rank I and/or earned doctor's degree	$5200
Rank II	4600
Rank III	4150

IV. Overload

Instructors who are carrying full teaching loads can be paid an overload for teaching three semester hours or its equivalent. A full teaching load is 15 semester hours, or its equivalent, as defined by the Dean of the College. The instructor will be paid on the same schedule as part-time instructors (see Schedule II above).

V. Substitutes (less than 10 days)

$4.00 per teaching hour in classroom if certificated.
$2.00 per teaching hour in classroom if not certificated.

Non-certificated instructors will be used only in emergency situations.

VI. Part-Time Instructors who are teaching on Adult Education Units

Rank I	$6.00 per teaching hour
Rank II	5.00 per teaching hour
Rank III	4.00 per teaching hour

Salary Schedule B

Institution: San Joaquin Delta Junior College District
Stockton, California

Number of Full-time Faculty: 151

Note: Not reproduced from the salary schedule are the sections which review the following:

a. Salaries for administrative positions

b. Salaries for Evening Division and Summer Session staff

	BA	BA plus 15	BA plus 30	MA	MA with 60	MA with 75	Earned Doctors Degree
	1	2	3	4	5	6	7
1	6300	6600	6900	7200	7500	7800	8100
2	6620	6920	7220	7520	7820	8120	8420
3	6940	7240	7540	7840	8140	8440	8740
4	7260	7560	7860	8160	8460	8760	9060
5	7580	7880	8180	8480	8780	9080	9380
6	7900	8200	8500	8800	9100	9400	9700
7	8220	8520	8820	9120	9420	9720	10020
8	8540	8840	9140	9440	9740	10040	10340
9	8860	9160	9460	9760	10060	10360	10660
10		9480	9780	10080	10380	10680	10980
11			10100	10400	10700	11000	11300
12				10720	11020	11320	11620
13					11340	11640	11940
14						11960	12260
15							12580

CLASS	
BA	Class 1-3
MA	Class 4-6
Vocational Credential	Class 2-5
Vocational Credential + BA	Class 6

Years of Teaching Outside of District	
0 - 1	3 - 4
1 - 2	4-6 - 5
2 - 3	7+ - 6

Salary Policies for Certificated Personnel

A. COMPENSATION PLAN

1. All certificated employees shall receive compensation for their services according to salary schedules adopted by the Board of Trustees. Education Code 13502.5.

2. There shall be no differential in salary allowed because of sex, marriage, or dependents.

3. Certificated employees are to be paid monthly, and may elect to be paid in either ten or twelve equal payments.

4. Except for those certificated employees on extended contract, the first payment of any new annual contract shall be made October 1.

5. All certificated personnel are to be placed as outlined in the current Salary Schedule and existing Board Policy.

6. In the event there are one or more curricular areas where the applicants are in short supply, the Board reserves the right to set a special individual salary necessary to employ each qualified person in order to maintain standards of instruction comparable with that in other instructional divisions of the San Joaquin Delta College. By action August 27, 1963.

B. ORIGINAL PLACEMENT

1. Class Placement

   a. Class placement shall be determined by the number of semester units, and the type of degree, or degrees, earned beyond the Bachelor's degree. These units must ordinarily be upper-division and graduate units granted by a college or university accredited by a recognized accrediting agency, and accepted by, or acceptable to the California State Department of Education. Degrees must likewise meet those requirements. (The equivalent in semester units of quarter units shall be determined by multiplying the latter by two-thirds.)

   b. Regularly credentialed teachers holding an AB degree shall be placed in classes 1-3, those holding a Master's Degree shall be placed in classes 4-6, and those holding an earned Doctorate shall be placed in Class 7. Vocational credentialed teachers without an AB shall be placed in classes 2-5, those with an AB shall be placed in Class 6.

   c. In order for a vocational teacher to qualify for a credential he must have seven years experience of which four of the seven must be in a regular apprenticeship program or other recognized training preparation and three years as a journeyman. Said vocational credential with the seven years

B. ORIGINAL PLACEMENT (continued)

1. Class Placement (continued)

c. (continued)
experience shall qualify the teacher for placement in Class 2, Step 1. Any additional years of journeyman experience qualifies him to move down the schedule by steps according to the experience schedule.

2. Step Placement

a. For step placement, credit for experience shall be granted in accordance with the Table I accompanying the salary schedule. Experience outside of the district in positions requiring certification, qualifications (e.g., teaching, counseling, library service, administration) shall be weighted as shown at the left side of the table.

b. Essentially full-time work experience, in lieu of teaching, in an occupation directly related to the teaching assignment to the extent that such experience clearly adds to the professional competence of the instructor shall be weighted as shown at the top of the table. The Salary Administration Committee shall determine the extent to which such experience meets these qualifications. (Examples of such relevant work experience are: Business administration, engineering, journalism, social work, artist, psychologist, chemist.)

c. A person having any combination of these two types of experience shall be placed on the step found at the intersection of the row and column expressing his experience.

d. Previous full-time military service, provided the individual offering it had teaching experience or had completed requirements for a teaching credential prior to the time of entering military service, shall be granted as follows: allow one step of credit for each two years of military service, with a maximum allowance of two steps.

3. Credit for one year of teaching experience shall be given for 127 days of teaching during any school year.

C. <u>ADVANCEMENT TO A HIGHER CLASSIFICATION</u>

1. For advancement no more than three units of college course credit may ordinarily be counted during a given semester. Exceptions are to be referred to the Salary Administration Committee. In any case there will be an upper limit of six units for the academic year (fall and spring semesters.)

2. Units earned for class advancement must ordinarily be upper division or graduate units, except for instructors with a vocational credential that doesn't require the bachelor's degree. No more than five lower division units may be used to advance from class

C. ADVANCEMENT TO A HIGHER CLASSIFICATION

2. (continued)
to class, and it must be demonstrable that these clearly contribute to the professional competence of the instructor.

3. Summer study: In order that units earned during a given summer may lead to a higher class for the ensuing fall, a notice of the intention to take summer courses shall be filed with the Personnel Office on or before May 1, and all work for such courses must be completed prior to the opening of the fall semester. Official transcripts verifying completion of this work must be on file by November 1.

4. In general, the units earned for advancement from class to class on the schedule should not be a mere miscellaneous congeries of units with no focus or pattern. Rather, they should represent a well-planned program directed towards a higher competence in the teaching field or in the overall culture of the teacher. Each time a higher class is attained, and another advance contemplated, the teacher should submit for approval by the Salary Administration Committee a general plan and rationale for the next advance.

D. STEP ADVANCEMENT -- PROFESSIONAL GROWTH REQUIREMENT

1. Step advancement for a teacher on leave: A teacher on leave to teach elsewhere as an exchange teacher, as a teaching fellow, as a teacher in the dependent schools maintained by the armed services, as a teacher in the Peace Corps or the Teach Corps, or on sabbatical leave, is to receive, upon his return to the district, year for year credit stepwise on the salary schedule.

2. In order to continue advancing stepwise on the salary schedule, each employee must give in each five year period evidence of satisfactory growth, to the Salary Administration Committee, through one or more of the following activities:

   a. Five units of upper division and/or graduate study (subject to some limitations on the number of units taken during a semester while teaching.)

   b. Curriculum development in addition to normally assigned duties, etc.

   c. Research.

   d. Publication.

   e. Participation in professional meeting, symposia, seminars, conferences, institutes, training sessions.

   f. Outstanding participation in professional organizations.

   g. Field work.

   h. Relevant summer work experience.

   i. Travel.

E. SALARY ADMINISTRATION COMMITTEE

The purpose of this committee is to aid in placing teachers on the salary schedule and to evaluate their professional growth, including sabbatical leave applications. It is advisory to the Superintendent-President.

There are seven members, who serve a three-year term of office: the committee elects its own chairman. The Superintendent-President shall appoint two administrators as members. The other five (one of whom must have a vocational credential) shall be chosen by the Superintendent-President from a list of names submitted by the Faculty Senate. The first committee shall have two members appointed for a one-year term, two for two-year terms, and three for three-year terms.

Table I: SAN JOAQUIN DELTA COLLEGE PLACEMENT ON SALARY SCHEDULE FOR EXPERIENCE OUTSIDE OF THE DISTRICT. (Through step 6 previously adopted by the Board of Trustees)

Years of Teaching	Years Experience in lieu of teaching					
	0	1	2	3	4,5 6	7, 8
0	1	2	3	4	5	6
1	2	3	4	5	6	
2	3	4	5	6		
3	4	5	6			
4,5 6	5	6				
7,8	6					

Salary Schedule C

Institution: Phoenix College (Maricopa County
Junior College District)
Phoenix, Arizona

Number of Full-Time Faculty: 282

Note: The salary schedule is not reproduced in its entirety. The following provisions are not included:

a. Schedule of compensation for department chairmen

b. Requirement and remuneration for extra-curricular activities

c. District commitment to support part of cost of medical-health insurance

d. Sick leave provisions and requirements

e. Provisions for other leave

f. Schedule of compensation for employees working other than regular hours and/or other than normal extra duties

g. Compensation for substitute faculty

h. Compensation for periods other than nine months

i. Sabbatical leave provisions and requirements

j. Retirement regulations

This salary schedule has been revised and some provisions changed since the date of publication.

MARICOPA COUNTY JUNIOR COLLEGE DISTRICT

Salary Schedule for Certificated Employees

1965-66

It is the declared policy of the Maricopa County Junior College Governing Board to maintain a salary schedule for its certificated employees which is abreast of those in the most advanced junior colleges throughout the nation, and which are in situations comparable with this District.

In the establishment of this schedule, none of its provisions shall serve to reduce the salary of any certificated employee below that salary which would have been paid under the previous schedule.

I. ENTRANCE REQUIREMENTS

Section A. All employees must meet basic health requirements as specified in the policies of the Governing Board and in State Law.

Section B. Minimum professional requirements for employment on any of the schedules for certificated employees are:

1. A valid certificate issued by the Arizona Junior College Board for teaching in the junior colleges of the state, and sixty semester hours in the subject matter field.

2. A master's degree and sixty semester hours in the subject matter field, with the following specific exception:

   a. Holders of valid credentials qualified to teach in semiprofessional areas.

   b. Unusual circumstances may exist which the Governing Board may construe as cause for the employment of one who has not completed the basic requirements.

   c. Teachers in the areas outlined under Section C and D below may be hired without the master's degree.

Section C. The minimum requirement for employment as an instructor in the semiprofessional field will be a bachelor's degree plus a minimum of three years of acceptable work experience in the semiprofessional field in which the instructor is employed. The instructor must be eligible for the Arizona State Junior College certificate in the semiprofessional field.

Section D. The minimum requirement for employment as a librarian is an earned bachelor's degree (equivalent of an M.A.) in Library Science requiring five years of college training, or a bachelor's degree plus a certificate of completion of a library course requiring at least thirty semester hours beyond the bachelor's degree. In either instance the work must be completed in a library school approved by the American Library Association.

II. INITIAL PLACEMENT ON SALARY SCHEDULE

Section A. An employee with no teaching experience will be placed on the step of the salary schedule commensurate with his degrees and acceptable hours beyond the minimum requirement.

Section B. An instructor employed with a master's degree and academic certification shall be placed on the salary schedule at Step 1. An instructor with a master's degree plus academic certification and twenty-four acceptable academic credits shall be placed on Step 2. An instructor with a master's degree plus academic certification and forty-eight acceptable academic credits shall be placed on Step 3. An instructor with a doctor's degree and academic certification shall be placed on Step 4. An instructor employed with academic certification shall be granted additional steps on the salary schedule for experience as indicated in Part III.

Section C. An instructor employed with a bachelor's degree and semiprofessional certification shall be placed on the salary schedule at Step 1. An instructor with

a bachelor's degree, plus semiprofessional certification, plus 15 acceptable academic credits, shall be placed on Step 2. An instructor with a master's degree will be placed on the salary schedule at Step 3. Instructors employed with semiprofessional certification shall be granted experience beyond the minimum, similar to all other certificated employees as indicated in Part III.

Section D. Certificated employees, exclusive of administrative officers, upon entering this district shall be given credit for prior experience, at the rate of one step on the salary schedule for each year of acceptable and recognized experience up to three years. Credit for experience beyond the three steps will be at the rate of one step for very two years of experience. Any fractional parts will not be counted. For the 1964-65 school year, the maximum prior experience may not exceed a total of five steps* on the salary schedule. Example: A teacher who has the master's degree and twenty-four acceptable semester hours beyond the master's with no experience, would have a beginning salary of $5991. If this same teacher had five years of experience, his beginning salary would be $7455.

Section E. An employee who presently is employed by a Maricopa County School may be placed on the salary schedule at the step just above his presently earned salary.

III. ADVANCEMENT THROUGH THE SCHEDULE

Section A. An employee shall be advanced through the steps of the salary schedule at the rate of one step per year of service in this District, provided he has shown competence in the performance of his assigned duties. Advancement through the schedule is subject to the following restrictions and exceptions:

1. An employee who has worked in this District more than one semester of the school year shall be advanced one step on the schedule. If employment has been for one semester or less, or employment is for one-half the regular teaching load or less, the teacher will remain on the same step of the schedule for the following year. However, if a teacher is teaching on a fractional time basis from year to year, he will receive the fractional part of the normal increment.

* For school year, 1965-66, credit for maximum experience may not exceed 6 steps on the salary schedule.

2. An employee may be advanced through the steps of the schedule provided he has completed, in the preceding five years, four semester hours of approved study or four hours of approved non-academic work.* The four hours must have been completed on or before June 15. (Employees new to the District will have until August 31 following their first year of employment to complete the four semester hours requirement.)

3. Instructors employed with semiprofessional certification are expected to meet the requirements of Section A-2 of Part III by having an equivalent of four semesters of approved industry or school experience every five years.

Section B. One additional step will be given on the salary schedule for 24 semester hours and one additional step for 48 semester hours of approved and acceptable** credit beyond the awarded master's degree. Semiprofessional instructors will be granted one additional step on the salary schedule for 15 approved and acceptable credits beyond the awarded bachelor's degree. One additional step will be granted for the master's degree. An employee expecting to qualify for the additional increment during the summer must, at the time he signs the following year's contract, submit the proper form indicating his plans for completing the requirement. His contract shall be written for the lesser amount, and the employee shall present

evidence of completion of all requirements on or before August 31 to qualify for the additional increment during the coming year.

Instructors with semiprofessional certification who qualify for Step 1, 2 or 3 will continue to advance on the salary schedule as if they held the M.A., M.A. + 24, M.A. + 48 qualifications.

Section C. Approved study for the purpose of Part III, Section A-2 and B above shall include all that study done at the request of the officials of this district.

Section D. An employee may take up to and including nine (9) semester hours in each 24-hour increment in the following non-academic work areas (credit under this program will not be granted for time spent prior to the date a teacher enters the District):

1. Travel - Maximum 6 credit hours.

   Credit for college-accredited travel courses will be allowed.

   Non-college-sponsored travel experience will be allowed at the rate of one-hour credit for each ten days of approved travel spent outside the continental limits of the United States. An itinerary of the places to be visited must be submitted in advance to the Dean of the College or his representative for approval. An acceptable report of the travel experience must be filed with the Dean of the College, or his representative, after travel has been completed.

* An employee may not use non-academic credit for successive qualification for the 4 hours of credit every five years.

** All education courses must have prior administrative approval. Non-academic work credit will not be granted for time spent prior to the date a teacher enters the District. Graduate or undergraduate courses in the teachers' primary teaching area are allowed.

MARICOPA COUNTY JUNIOR COLLEGE DISTRICT
CERTIFICATED TEACHERS SALARY SCHEDULE
1965-66

ACADEMIC CERTIFICATION Masters Degree 60 Hours in Academic Area	Step	Salary	SEMIPROFESSIONAL CERTIFICATION Bachelors Degree Minimum of 3-7 years of Industrial Experience	Step	Salary
B.A., no experience	A	$ 5063			
	B	5344			
M.A., no experience	1	5625	B.A., no experience	1	$ 5625
M.A. + 24, no experience	2	5991	B.S. + 15, no experience	2	5991
M.A. + 48, no experience	3	6357	M.A., no experience	3	6357
Doctorate, no experience	4	6723	Doctorate, no experience	4	6723
	5	7089		5	7089
Maximum, B.A.	6	7455		6	7455
	7	7821		7	7821
	8	8187		8	8187
	9	8553		9	8553
	10	8919		10	8919
	11	9285		11	9285
Maximum, M.A.	12	9651	Maximum B.A.	12	9651
Maximum, M.A. + 24	13	10017	Maximum, B.A. + 15	13	10017
Maximum, M.A. + 48	14	10383	Maximum, M.A.	14	10383
Maximum, Doctorate	15	10749	Maximum, Doctorate	15	10749

Salary Schedule D

Institution: North Carolina, Department of Community Colleges
Raleigh, North Carolina

Note: The salary schedule information reproduced below is part of a statement titled "Administrative Organization Chart and State Salary Schedules". Not reproduced from this document are the sections reviewing administrative organization for individual institutions, requirements for appointment to administrative positions, and salary scale for non-professional administrative personnel.

NORTH CAROLINA

STATE SALARY SCHEDULE FOR FULL-TIME TEACHERS AND DIVISION HEADS IN COMMUNITY COLLEGES, TECHNICAL INSTITUTES, AND INDUSTRIAL EDUCATION CENTERS

Monthly, Annual (9 months), and Annual (12 months) Salary Schedule

Salary Grade	Salary Steps* 0 (Automatic →)	1	2	3	4	5	6	7	8 (Merit →)	9	10
I (1)	584	613	642	671	700	729	758	787	816	845	874
(2)	5256	5517	5778	6039	6300	6561	6822	7083	7344	7605	7866
(3)	7008	7356	7704	8052	8400	8748	9096	9444	9792	10,140	10,488
	542	568	594	620	646	672	698	724	750	776	802
II	4878	5112	5346	5580	5814	6048	6282	6516	6750	6984	7218
	6504	6816	7128	7440	7752	8064	8376	8688	9000	9312	9624
	500	526	552	578	604	630	656	682	708	734	760
III	4500	4734	4968	5202	5436	5670	5904	6138	6372	6606	6840
	6000	6312	6624	6936	7248	7560	7872	8184	8498	8808	9120
	459	476	493	510	527	544	561	578	595	612	629
IV	4131	4284	4437	4590	4743	4896	5049	5202	5355	5508	5661
	5508	5712	5916	6120	6324	6528	6732	6936	7140	7344	7548
	375	389	403	417	431	445	459				
V	3375	3501	3627	3753	3879	4005	4131				
	4500	4668	4836	5004	5172	5340	5508				

(1) Monthly (2) Annual, 9 months (3) Annual, 12 months
*Entry level might be on steps 0-5 depending on competitive factors, as approved.

Salary Grade I: This is for the highest faculty rank. Teachers paid on this salary grade should have preparation in the subject field taught substantially beyond the master's level. They should also have demonstrated either in this institution or in other like institutions a high level of ability in teaching. In vocational fields, a professional degree at the bachelor degree level or beyond, at least five years successful experience in the field, and demonstrated high level of teaching ability in the field may be considered as meeting this requirement. This salary grade should be reserved for division chairmen and a few other proved teachers.

Salary Grade II: This is for the second highest faculty rank. Teachers paid on this salary grade should have preparation in the subject field at least equal to the master's level. In vocational fields, a professional degree at the bachelor degree level and at least five years successful experience in the field may be considered as meeting this requirement.

Salary Grade III: This is for the third highest faculty rank. Teachers paid on this salary grade should have preparation substantially beyond the bachelor's level, though not necessarily at the master's level. In vocational fields, a professional degree at the bachelor's degree level and at least two years experience in the field may be considered as meeting this requirement.

New Salary Schedules

New salary schedules for administrative, teaching, and clerical staff are being established. One of the provisions is that a new employee may be entered on any one of steps 0 - 5, depending on various factors. Because of budget requirements as well as the importance of maintaining quality standards, approval of the state office must be secured in any case where step 0 is not proposed. This approval must be based entirely on two factors, the availability of funds and the meeting of standards for the position.

Salary Grade IV: This is for the fourth highest faculty rank. Teachers paid on this salary grade should have preparation in the subject field at least to the bachelor's level. In vocational fields, the combination of education and experience in the field should be at least the equivalent of the bachelor's level in preparation for teaching in the vocational field assigned.

Salary Grade V: This is for the lowest faculty rank. Teachers paid on this salary grade should have at least a high school education or the equivalent and in addition successful work experience in the subject field that demonstrates competence to teach the subject assigned. This salary grade should be used only for teaching positions in certain trade subject areas requiring little formal educational background.

Explanation

This salary schedule contemplates that the institution will operate on a full four-quarter basis with most if not all faculty members employed on a twelve months' basis. Where student enrollment does not justify summer employment of the full faculty, contracts should be made for nine calendar months beginning September first and ending May thirty-first, with additional employment for whatever summer teaching may be needed, depending on the student enrollment. In such cases, payment for summer teaching should be on the same monthly (or fraction of a month) salary as paid for the nine months.

Part-time extension teachers will be paid on an hourly rate. A separate schedule on these rates will be prepared. Teachers who teach part-time in a curriculum program will be paid the pro rata part of the regular monthly salary schedule appropriate.

Employment on a certain salary grade should follow the guide lines; which are meant as minimum but not absolute standards. For example, certain division chairmen because of lack of educational qualifications would not be placed on salary grade one. A faculty member might qualify in training for a certain salary grade but be placed on a lower grade in order to maintain a proper balance in the faculty grades in the institution. While faculty rank as such is not being recommended, the first four salary grades should be used as guides in distributing the faculty in the four ranks often used in higher education, from full professor to instructor. The fifth salary grade is for use in securing teachers for certain trade classes where a lower level of skill is involved.

Faculty members employed to teach in the college transfer program will be required to meet North Carolina College Conference and Southern Association of Colleges and Schools standards. All academic subject teachers will be required to hold the master's degree in the subject field assigned. At least 35% will have graduate study in the teaching field of at least two years beyond the bachelor's degree level and from 15% (N. C. College Conference) to 20% (Southern Association) of this faculty must have at least three years of graduate study in the subject field beyond the bachelor's degree level.

In technical fields, at least one-third of the teaching faculty should hold engineering degrees. In all occupational fields, successful work experience is of great importance. In these fields, work experience may be weighed in considering the "equivalent" provisions of the standards.

The salary steps should not necessarily be used to recognize previous teaching experience. Rather, the administrator may, by securing approval to place a new faculty member on any one of steps 0 - 5, offer a salary that will be competitive with other opportunities for employment.

Steps one through seven represent annual increments. The last three steps represent merit raises. Merit raises may be granted by the trustees in smaller steps than shown in order to reach a larger number, but not in increments larger than shown. It is comtemplated that the budget allotment from state funds will permit only 1/4 of the faculty to get merit raises equal to the step shown any one year. Where an institution can operate on a full four-quarter basis, educational leave of absence with pay may be granted 1/3 of the faculty each summer to attend summer school for study in the subject field assigned to teach, if not needed for teaching duties.

This salary schedule will be used for 1964-65 by placing each faculty member already employed on the salary grade and salary step, either automatic or merit, that is closest above the monthly salary actually paid from State funds for 1963-64. In cases where employment is to change from 9 to 12 months, an equitable annual salary for 12 months' employment rather than the present monthly salary x 12 should be the basis of adjustment to the new schedule. As far as possible, both maintenance of balance in the institution among faculty ranks (not official but as you rank your faculty in appraising their preparation, teaching ability, and service to the institution), and the salary grade guideline standards should be used. Monthly salary raises above those provided by a one step raise on the salary schedule should be avoided. Also, any reduction in annual salary that might result from a change in an individual case from twelve to nine months' employment will require special consideration as each case may require.

In those cases where a teacher will receive a very small salary increase for 1964-65 when placed on the next step above his present salary, approval of the state office may be sought to permit adjustment over a two-year period.

There will also be special cases where a prospective faculty member does not meet the preparation standards as far as degrees are concerned, but does have the kind of preparation and experience needed in teaching the subject. Freedom should be allowed in interpretation of "equivalent" to permit a salary offer that will secure the services of such a person. State office approval of such action should be secured before final commitment in these cases.

In employing new faculty members, qualifications for the job, the general faculty rank (unofficial) that should be assigned, and previous salary earned should be considered along with funds available in the budget in determining the salary offer that can be made. It is best to start on a lower rank and step to permit advancement. Most inexperienced teachers would be started on salary grade IV, step 0. Beginners at the master's level would probably be started on salary grade III, step 0.

Salary Schedule E

Institution: Macomb County Community College
Warren, Michigan

Number of Full-Time Faculty: 118

Note: The salary schedule is not reproduced in its entirety. The following provisions are not included:

Salaries and salary policies for part-time staff

Salaries for Administrative positions

M A C O M B C O U N T Y C O M M U N I T Y C O L L E G E

C A R E E R P L A N

I N T R O D U C T I O N

The following Career Plan is structured similar to that found in a number of community colleges throughout the United States. Other community colleges in Michigan have plans which are based upon the same or similar criteria.

Many studies have shown that adequate salaries are closely associated with high quality in the instructional program. Education, experience and demonstrated institutional usefulness are factors which have been considered in the preparation of this plan.

Some characteristics of the plan are:

1. Greater salary differences to recognize the master's degree, extra study beyond the master's and the doctorate.

2. Greater relative increases for maximum rather than minimum in an attempt to encourage career stability.

3. Less emphasis upon automatic increments and greater emphasis upon recognition of professional skills, responsibilities and assignments.

L E V E L S A N D T I T L E S

Post secondary education has traditionally used titles to designate academic status. The titles of instructor, assistant professor, associate professor and professor are used almost universally in four-year higher educational institutions. For this reason the same titles have been used in this Career Plan. The identification of rank based upon levels are:

Level A Professor
Level B Associate Professor
Level C Assistant Professor
Level D Instructor

The criteria for each level has been generalized as follows:

Proposed Criteria for Academic Levels

INSTRUCTOR (D)

1. Possess master's degree or its equivalent (a person may be employed with less than the master's degree but would remain on probationary status until all criteria had been met)
2. Show evidence of ability as a teacher
3. Demonstrate interest in professional advancement
4. Show interest in cultural advancement

ASSISTANT PROFESSOR (C)

1. Possess master's degree or have obtained an equivalent amount of technical education or experience in the subject to be taught
2. Have completed three years of successful teaching and/or supervisory experience
3. Produce evidence of institutional usefulness
4. Demonstrated ability effectively to work with students, faculty and community
5. Demonstrate continued interest in professional growth
6. Show continued interest in cultural advancement

ASSOCIATE PROFESSOR (B)

1. Possess at least thirty (30) semester hours beyond the master's and/or an equivalent amount of technical education
2. Demonstrated ability as a teacher and/or supervisor for at least seven years
3. Demonstrated ability to do original work as indicated by published articles and books, significant research, curriculum development and/or have received recognition for scholarly achievements from public and professional groups
4. Demonstrated evidence of institutional usefulness
5. Demonstrated interest in professional improvement
6. Show continued interest in cultural advancement

PROFESSOR (A)

1. Possess the doctorate
2. Established reputation as an outstanding teacher over at least a ten-year period
3. Possess a record of productive scholarship and other activities which give an established reputation within the profession
4. Demonstrated evidence of institutional usefulness

5. Demonstrated interest in professional improvement
6. Show continued interest in cultural advancement

PROBATIONARY PERIOD

Each new faculty member shall remain on a probationary status for a period of three years. During the probationary period the President may not recommend to the Board of Trustees appointment for an additional year. The faculty member may also feel free to leave at the end of either year without any questions asked.

During the probationary period, each faculty member will be notified of his appointment or non-appointment for the next school year by May 1. Along with his official notification of appointment, he will receive a statement indicating levels, title and salary. After a satisfactory probationary period, the faculty member may be placed on a continuing contract.

RECOGNIZED STATUS

After the probationary period, the faculty member is eligible to move through the remaining steps within his level. Certain steps are assumed to be automatic unless the faculty member is presented with concrete reasons as to why such steps were not recommended by the department chairman and the division director. The teacher must be made aware of his shortcomings, as they become evident, by written communication. It should be noted that steps beyond Step V - level D, Step IV - level C, Step III - level B and Step II - level A are not automatic. Consideration will be given to one-half steps beyond these points; however, this does not preclude the possibilities of full steps dependent upon the individual under consideration and the financial capabilities of the District.

A faculty member may be promoted to the next academic level before completing all steps within a level but at no time will the individual be expected to accept a salary less than the level and step from which he was promoted.

It is understood that any change in personnel status will be subject to approval by the Board of Trustees upon recommendation of the President.

RECOMMENDATION OF PROMOTIONS

In the early part of the spring semester of each school year all positions will be evaluated and consideration will be given to maintain the following proportion of academic level.

Approximate Percentages of Levels

Level A	Professors	20%
Level B	Associate Professor	30%
Level C	Assistant Professor	30%
Level D	Instructors	20%

The procedure recommended in as certaining promotions to levels and merit considerations shall be as follows:

1. Faculty member make sure all transcripts, confidential papers, and other necessary personal papers are up to date and on file in President's office.
2. Division Director, after consultation with academic chairmen, accumulate adequate evidence showing the faculty member has met established criteria for promotion.
3. Division Director present recommendation to the Dean.
4. Dean review recommendations and present to the President.
5. Recommendations reviewed by the President in terms of institutional objectives, divisional needs, proportion of levels and budgetary feasibility.
6. President present recommendations of level and step to the Board of Trustees.
7. Board of Trustees accept or reject recommendations.
8. President notify faculty member of appointment, level, title and step (salary).
9. Faculty member accept or reject appointment.

FINAL AUTHORITY

The Board of Trustees reserves the right to accept or reject all recommendations made by the President. The President will be expected to produce evidence which will justify employment, promotion and/or salary adjustment.

THE EARLY YEARS

It should be realized that in the early years of the operation of the college, the upper levels may not be filled and there will be a disproportionate percentage of faculty in the lower levels. In general, an attempt will be made to reserve a major portion of the upper levels for faculty members who may be able to qualify within a reasonable period of time.

MACOMB COUNTY COMMUNITY COLLEGE

Macomb County, Michigan

SALARY SCHEDULE FOR INSTRUCTIONAL STAFF (Based upon 10 month contract)

Rank	Level	Step I	Step II	Step III	Step IV	Step V	Step VI
Professor	A	$10,000	$10,600	$10,900 $11,200 $11,500	$11,800	$12,100 $12,400 $12,700	$13,000
Associate Professor	B	8,500	9,000	9,500 9,750	10,000	10,250 10,500 10,750	11,000
Assistant Professor	C	7,000	7,400	7,800	8,200	8,400 8,600 8,800	9,000
Instructor	D	6,000	6,300	6,600	6,900	7,200 7,350	7,500

1. The above is for instructional staff only.

2. Promotion to next higher level shall be progressively more difficult. It should be noted that length of service shall not be an automatic reason for promotion.

3. The approximate proportion of levels shall be:

Level D	Instructors	20%
Level C	Assistant Professor	30%
Level B	Associate Professor	30%
Level A	Professors	20%

4. Automatic increments shall be as shown to the left of solid line in each level.

5. Salaries to the right of solid line will be reserved for outstanding staff but will not be considered as automatic and will be considered on individual merit. Generally, one-half steps would be considered after reaching either Step II - level A, Step III - level B, Step IV - level C, Step V - level D.

Salary Schedule of a Junior College Having 196 Full-Time Faculty Members

REVISED SALARY SCHEDULE

[Institution Name]

Effective September 1, 1965

INSTRUCTOR or JUNIOR LIBRARIAN

Years	Step	I	II	III	IV
1.	1.	5000-5400	5400-6200	5800-6600	6200-7200
2.	2.	5200-5600	5600-6400	6000-6800	6400-7400
3.	3.	5400-5800	5800-6600	6200-7000	6600-7600
4.	4.	5600-6000	6000-6800	6400-7200	6800-7800
5.	5.	5800-6200	6200-7000	6600-7400	7000-8000
6.	6.	6000-6400	6400-7200	6800-7600	7200-8200
7.	7.	6200-6600	6600-7400	7000-7800	7400-8400
8.	8.	6400-6800	6800-7600	7200-8000	7600-8600
9.					
10.					

ASSISTANT PROFESSOR or ASSISTANT LIBRARIAN

Step	I	II	III	IV
1.	5400-5800	5800-6600	6200-7000	6600-7600
2.	5600-6000	6000-6800	6400-7200	6800-7800
3.	5800-6200	6200-7000	6600-7400	7000-8000
4.	6000-6400	6400-7200	6800-7600	7200-8200
5.	6200-6600	6600-7400	7000-7800	7400-8400
6.	6400-6800	6800-7600	7200-8000	7600-8600
7.	6600-7000	7000-7800	7400-8200	7800-8800
8.	6800-7200	7200-8000	7600-8400	8000-9000

ASSOCIATE PROFESSOR or ASSOCIATE LIBRARIAN

Years	Step	I	II	III	IV
1.					
2.					
3.					
4.					
5.	1.	5800-6200	6200-7000	6600-7400	7000-8000
6.	2.	6000-6400	6400-7200	6800-7600	7200-8200
7.	3.	6200-6600	6600-7400	7000-7800	7400-8400
8.	4.	6400-6800	6800-7600	7200-8000	7600-8600
9.	5.	6600-7000	7000-7800	7400-8200	7800-8800
10.	6.	6800-7200	7200-8000	7600-8400	8000-9000
11.	7.	7000-7400	7400-8200	7800-8600	8200-9200
12.	8.	7200-7600	7600-8400	8000-8800	8400-9400
13.					
14.					

PROFESSOR and LIBRARIAN

Step	I	II	III	IV
1.	6200-6600	6600-7400	7000-7800	7400-8600
2.	6400-6800	6800-7600	7200-8000	7600-8800
3.	6600-7000	7000-7800	7400-8200	7800-9000
4.	6800-7200	7200-8000	7600-8400	8000-9400
5.	7000-7400	7400-8200	7800-8600	8200-9800
6.	7200-7600	7600-8400	8000-8800	8400-10,000
7.	7400-7800	7800-8600	8200-9000	8600-10,400
8.	7600-8000	8000-8800	8400-9600	8800-11,000

Salary Schedule F (Cont.)

SALARY SCHEDULE POLICY

[Institution Name]

BOARD POLICY #61-1
As amended October 17, 1961

On Tuesday, October 17, 1961, the Board of Trustees of the _____ Junior College District Amended Policy Bulletin #60-1. The policy pertaining to the implementation of the salary schedule for teachers of the District is stated below:

The salary schedule incorporates the factors of CLASS, RANK, STEP, and RANGE within the CLASS and RANK. It is for full-time teachers for nine (9) months. This policy does not apply to part-time teachers.

CLASS

I. Bachelor's degree or equivalent
II. Master's degree or equivalent professional degree; e.g., LL.B.; five-year professional degree in architecture, etc.
III. Master's degree plus thirty semester hours toward a doctoral degree.
IV. Earned doctoral degree: e.g., Ph.D., D.Ed., D.Sc., M.D.

RANK

Instructor, Junior Librarian; Assistant Professor, Assistant Librarian; Associate Professor, Associate Librarian; and Professor, Librarian. Rank is earned on the basis of education, years of service, and merit ratings. The rank of Professor is reserved for the most outstanding members of the staff. As a general rule, only personnel who have the earned doctoral degree and have demonstrated outstanding ability and service will be promoted to the rank of Professor. Any exception to this policy will be by special action of the Board of Trustees because of unique and/or noteworthy contribution to junior college education.

STEP

A step indicates the normal progress from one year to the next within a given class or rank. However, for valid reasons a person may be retained in any given step by Board action.

RANGE

There is included in the schedule a RANGE of salary within each category. This principle is incorporated in the schedule in order to provide for the rewarding of MERIT, or any other situation wherein the Board of Trustees should desire to give special consideration or compensation to the teaching staff or library staff.

MERIT RATING

As indicated in the subsections (RANK, RANGE) above, the merit factor is incorporated. Staff members are rated by the Departmental or Division Chairmen and/or the Deans of the Colleges. These ratings are significant factors in determining the rank and the amount of the salary within each range bracket. The following factors are the items considered in the rating of staff members:

1. Health and personal appearance.
2. Dependability and punctuality.
3. Integrity.

4. Loyalty to the college and its program.
5. Interest manifested in individual students and in the college.
6. Cooperative attitude and willingness to take suggestions.
7. Scholarship and professional growth.
8. Initiative and leadership.
9. Community citizenship.
10. Effective teaching as evidenced by student growth.

EXPLANATION OF SALARY SCHEDULE

Under normal conditions a beginning member of the staff will reach the top of the salary schedule in fourteen (14) years. However, except that he be promoted from one rank to a higher one, he will reach the top of the Instructor rank in eight (8) years; the top of Assistant Professor rank in ten (10) years; the top of the Associate Professor rank in twelve (12) years; and the top of the Professor rank in fourteen (14) years.

In order to maintain any professional rank, a staff member must demonstrate an interest in his profession and in the promotion of better teaching evidenced by continuous professional growth, membership in professional organizations, further training, publications, and similar evidences of improvement.

Faculty members who teach in the academic curriculum and who lack the minimum requirements of a graduate major in their teaching fields, must make continuous progress toward meeting such requirements. Effective September 1, 1961, such teachers must earn at least six (6) semester hours of graduate work a year in their subject-matter teaching field until they have complied with the minimum requirements. No further salary increments shall be approved for such teachers until the minimum requirements have been met. Unsatisfactory progress toward meeting the minimum requirements may result in reduction in rank or other official action.

To be eligible for consideration for promotion above the rank of Assistant Professor, a teacher must have earned a minimum of thirty (30) semester hours of graduate work in his teaching field.

AMENDMENT OF SALARY SCHEDULE

The salary schedule may be altered, revised or changed at any time by subsequent action of the Board of Trustees.

1967 Research Reports

1967-R1 Rankings of the States, 1967. 69 p. $1.25. #435-13304

1967-R2 Reading and Recreational Interests of Classroom Teachers. 41 p. $1.00. #435-13306

1967-R3 Salary Schedules for Administrative Personnel, 1966-67. 115 p. $3.00. #435-13308

1967-R4 The American Public-School Teacher, 1965-66. 102 p. $2.00. #434-13310

1967-R5 Leaves of Absence for Classroom Teachers, 1965-66. 61 p. $1.25. #435-13312

1967-R6 The Teacher's Day in Court: Review of 1966. 60 p. $1.25. #435-13314

1967-R7 The Pupil's Day in Court: Review of 1966. 61 p. $1.25. #435-13316

1967-R8 Economic Status of Teachers, 1966-67. 55 p. $1.25. #435-13318

1967-R9 Faculty Salary Schedules for Public Community-Junior Colleges, 1965-66: A Pilot Study of 2-Year Institutions. 45 p. $1.00. #435-13320